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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Evaluation

Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013

Summary

In accordance with the evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the strategic plan, 2011-2013, the independent Evaluation Office submits its annual evaluation report for 2013.

The report highlights progress made by the evaluation function in 2013, presenting key performance indicators and systems put in place to strengthen the internal evaluation function, as well as the contribution of UN-Women to United Nations system-wide coordination of evaluation on gender equality and national evaluation capacity development.

In addition, the report presents the costed programme of work for the independent Evaluation Office, for 2014.

Given the importance of reporting the key findings and lessons learned from the decentralized evaluations, as acknowledged in the corporate evaluation plan, 2014-2017 the meta-analysis and related management response will be presented as stand-alone reports at the second regular session.

The Executive Board may wish to: (a) take note of the present report and the programme of work for 2014 of the Independent Evaluation Office; (b) welcome the efforts made by UN-Women and the progress achieved in strengthening the evaluation function at the corporate and decentralized levels; (c) welcome the progress of UN-Women in leading system-wide gender evaluation efforts; (d) commend the efforts of UN-Women in fostering innovative multi-stakeholder partnerships for national evaluation capacity development, including through

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innovative global partnerships such as EvalPartners; (e) request UN-Women to strengthen evaluation capacities and adequate funding for evaluation; (f) request UN-Women to enhance the use of management response to evaluations and lessons learned from evaluations for future programming; and (g) request the independent Evaluation Office to continue to pursue system-wide gender evaluation efforts and innovative multi-stakeholder partnerships for national evaluation capacity development.

I. Introduction

1. The strategic goal of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) evaluation function is to influence the ability of UN-Women to achieve normative, development and coordination results on gender equality and women's empowerment in partnership with national and international stakeholders. To accomplish this goal, the independent Evaluation Office conducts independent, credible and useful corporate evaluations, supports decentralized evaluations, leads the United Nations system on gender-responsive evaluation and fosters national evaluation capacities.

2. The unique role of UN-Women, with a strong mandate to work at both normative and operational levels as well as to ensure system-wide coordination, requires an innovative evaluation function that leverages its partnerships and knowledge. In achieving its objectives, the evaluation function builds on the Entity's strong network of stakeholders spanning from governments and civil society to the United Nations system. By acting as a catalyst, the evaluation function strives to expand and multiply its impact through joint evaluations, system-wide coordination on evaluation and innovative multi-stakeholder partnerships, such as EvalPartners.

II. Evaluation function of the Entity

A. Governance of the evaluation function

3. The evaluation policy of UN-Women (UNW/2012/12) became effective in January 2013. The policy governs the independent evaluation function of UN-Women and applies to all initiatives supported and funds administered by the Entity. It is aligned with the norms and standards of the United Nations Evaluation Group, but it is tailored specifically to the unique mandate and role of UN-Women to conduct evaluations responsive to gender equality and women's rights, while supporting coordination, coherence and accountability with respect to gender equality and the empowerment of women in the United Nations system.

4. The evaluation policy sets the elements of a clear governance system of the evaluation function. The Under-Secretary-General/Executive Director provides the political will and enabling environment for enhancing the evaluation culture. She also safeguards the independence of the Evaluation Office by ensuring that it is adequately staffed and resourced to fulfil its role. In order to safeguard the independence of the evaluation function from management, the Director of the Evaluation Office reports directly to the Head of the Entity.

5. With a view to further strengthening the independence and quality of the evaluation function, an Evaluation Advisory Committee was established in December 2013. The Committee is composed of external independent evaluators representing different geographical areas and institutional backgrounds, senior evaluation experts from entities of the United Nations system and Bretton Woods institutions, and senior management of UN-Women. It is chaired by the Director-General of the Independent Evaluation Group at the World Bank.

6. The Evaluation Advisory Committee provides advice to the Under-Secretary-General/Executive Director and the independent Evaluation Office on the overall

evaluation function. At its first meeting, held in early February 2014, the Committee provided strategic advice on the progress made so far by the evaluation function in UN-Women, as well as detailed feedback on the strategic plan for evaluation, 2014-2017 and the corporate evaluation plan, 2014-2017.

7. The Evaluation Advisory Committee reviewed the progress of the evaluation function commended the independent Evaluation Office of UN-Women for its strategic planning work, in particular in late 2013 and early 2014, and assessed that the Evaluation Office, according to its workplan, was moving in the right direction.

8. The evaluation policy includes provisions for a peer review to be carried out by the United Nations Evaluation Group in 2014 and an external assessment to be carried out by the Joint Inspection Unit or the Office of Internal Oversight Services in 2015. However, given the rapid consolidation of UN-Women, especially the regional architecture, and the fact that an external assessment of the evaluation function of United Nations entities was conducted by the Joint Inspection Unit in early 2014, it was proposed to use the existing Joint Inspection Unit assessment to inform the 2014 peer review by the United Nations Evaluation Group. Findings from both the external assessment by the Joint Inspection Unit and the peer review by the United Nations Evaluation Group will be presented at a session of the Executive Board in 2015.

B. Performance of the evaluation function

9. A transparent and sound system to monitor the performance of the evaluation function is paramount in order to strive for excellence in evaluation, especially in a decentralized evaluation function. For this reason, in December 2013, the Evaluation Office established a global evaluation oversight system. The system includes a dashboard that presents key performance indicators for the evaluation function, in a user-friendly manner. The key performance indicators are aligned with the evaluation policy and provide evidence of the progress, or lack thereof, in its critical areas.

Key performance indicator 1: financial resources invested in evaluation

10. The evaluation policy recommends a minimum level of investment in evaluation of 3 per cent of the UN-Women budget. While it is likely that resources invested in evaluation will fluctuate yearly, according to the strategic planning of evaluations, this key performance indicator provides an overall indication of the financial commitment of UN-Women to the evaluation function.

11. Table 1 provides a retrospective look at expenditure by UN-Women on evaluation from 2011 to 2013. In 2013, 1.3 per cent of total UN-Women expenditure was invested in the evaluation function. Of this, 59 per cent comprised the expenditure of the independent Evaluation Office, and 34 per cent related to decentralized evaluations (see table 1). The remaining 7 per cent was invested by different divisions at Headquarters. However, the Evaluation Office has recognized the need for guidance to ensure more systematic and accurate reporting of evaluation expenditure through the Atlas financial system and is working with the Division of Management and Administration to address this.

Table 1
Spending trends for evaluation (2011-2013)
(United States dollars)

	2011	*2012*	*2013*
Total expenditure	198 315 000	235 886 958	269 660 584
Total evaluation expenditure	2 480 052	3 758 397	3 576 396
Evaluation Office[a]	1 792 499	2 480 629	2 123 750
Decentralized	687 553	1 277 768	1 226 729
Total expenditure invested in evaluation (percentage)	**1.3**	**1.6**	**1.3**

Source: Figures for 2013 generated from Atlas by the Division of Management and Administration; figures for 2011 and 2012 for decentralized evaluations compiled by the independent Evaluation Office on the basis of inputs from offices.

[a] This figure includes core, biennial support budget/institutional budget and cost-sharing funds expended by the independent Evaluation Office, including staff costs.

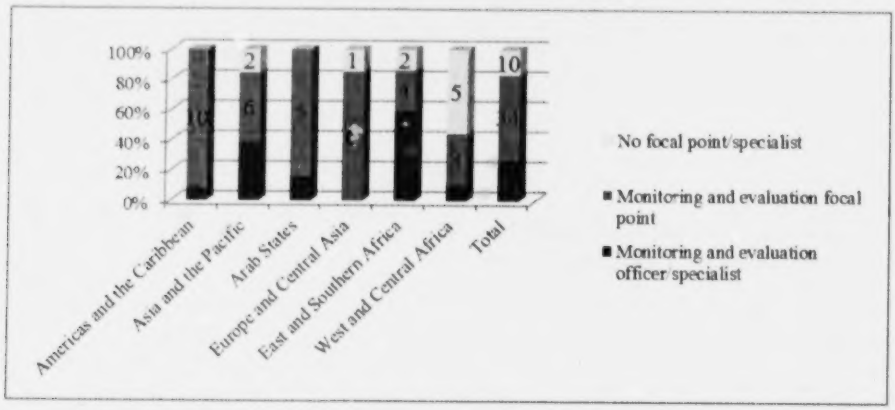
Key performance indicator 2: human resources

12. The Evaluation Office continued to strengthen its capacity at Headquarters in New York, reaching a total of nine staff members: five mid-level Professional staff, two General Service staff and one consultant. The post of Evaluation Chief was upgraded to a new post of Director of Evaluation (D-1) and two Evaluation Specialists (P-3) were recruited. An additional post was established for an Evaluation Specialist (P-3), with recruitment to be finalized in 2014.

13. In addition, the Evaluation Office strengthened the evaluation capacity of regional offices through the recruitment of a Regional Evaluation Specialist (P-4) for Arab States and the establishment of the Regional Evaluation Specialist post (P-4) for West and Central Africa, with recruitment to be finalized in 2014. In total, at the decentralized level, the Evaluation Office has four regional evaluation specialists in regional offices located in Bangkok, Cairo, Nairobi and Panama. Regional Evaluation Specialists are reporting directly to the Director of the Evaluation Office, with a second reporting line to the Regional Director.

Figure 1

Human resources for monitoring and evaluation by region



Source: UN-Women global evaluation oversight system.

14. At the multi-country and country office level, a number of efforts have been made to strengthen evaluation capacity, but much more needs to be done. 24 per cent of decentralized offices have Monitoring and Evaluation Officers/Specialists to support the planning and implementation of decentralized evaluation plans.[1] Of the 17 existing Monitoring and Evaluation Officers/Specialists (see figure 1), 24 per cent hold a non-fixed term position, which lends itself to high turnover that can hinder evaluation capacity development efforts and evaluation performance of the office. While 59 per cent of multi-country and country offices appointed monitoring and evaluation focal points, these staff members provide only minimum support for the planning and implementation of decentralized evaluation plans. They do not necessarily have substantive expertise in evaluation and/or have only a small portion of their time dedicated to fulfilling this function. As of the end of 2013, 17 per cent of multi-country and country offices had not appointed a monitoring and evaluation focal point.

15. The inclusion of additional monitoring and evaluation staff at the multi-country and country office level is essential, particularly for those offices with substantial programmatic portfolios and investments, in order to strengthen the evaluability of programmes, monitoring systems and the country-level evaluation function. The continued absence of such dedicated expertise will have a significant bearing on the evaluative work of UN-Women and its capacity to promote gender-responsive evaluation in joint and/or system-wide evaluation at the country-level, particularly in evaluations of the United Nations Development Assistance Framework.

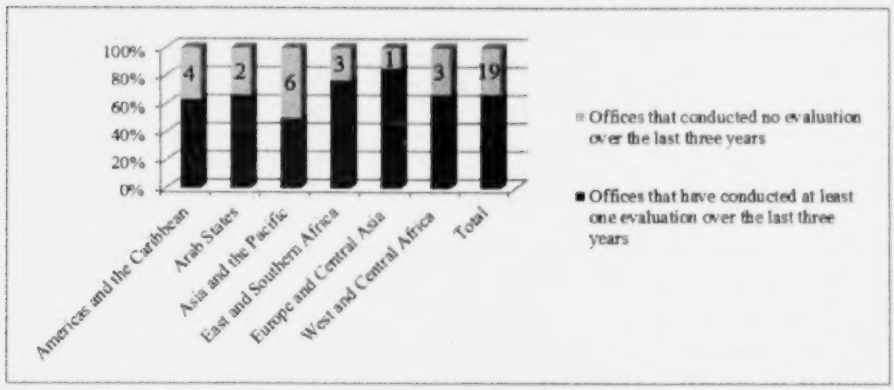
Key performance indicator 3: coverage and types of evaluations managed

16. Of the 58 decentralized offices, 67 per cent conducted at least one evaluation during the period from 2011 to 2013, whereas 33 per cent have not conducted any

[1] The Eastern and Southern Africa Regional Office, the Uganda Country Office and the Multi-Country Office in India had two monitoring and evaluation staff members. This brings the total number of Monitoring and Evaluation Officers/focal points to 51. In 2013, there were 58 decentralized offices, made up of 6 regional offices, 6 multi-country offices and 46 country offices, which reflected the recent development brought about by the regional architecture.

evaluation (see figure 2). While the rate of evaluation coverage is a positive development for a recently established entity such as UN-Women, systematic follow-up and oversight is needed to comply with the requirements of the evaluation policy.

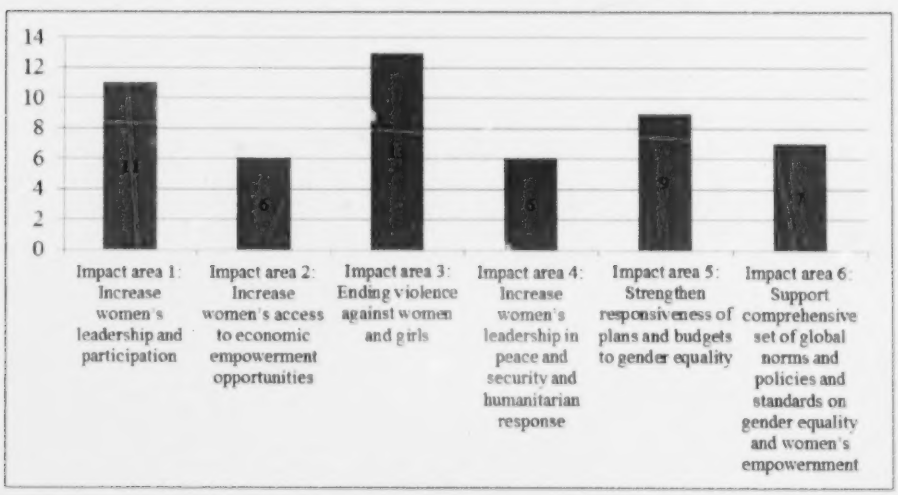
Figure 2
Evaluation coverage (2011-2013) by region



Source: UN-Women global evaluation oversight system.

17. The thematic coverage of evaluations covers all impact areas of the strategic plan, with the greatest consideration given to impact area 3: ending violence against women and girls (13 reports) and impact area 1: increase women's leadership and participation (11 reports). Each of the impact areas were considered in at least six reports (see figure 3).

Figure 3
Distribution of reports considering strategic plan impact areas


14
12
10
8
6
4
2
0
11
6
13
6
9
7
Impact area 1: Increase women's leadership and participation
Impact area 2: Increase women's access to economic empowerment opportunities
Impact area 3: Ending violence against women and girls
Impact area 4: Increase women's leadership in peace and security and humanitarian response
Impact area 5: Strengthen responsiveness of plans and budgets to gender equality
Impact area 6: Support comprehensive set of global norms and policies and standards on gender equality and women's empowerment

Source: UN-Women global evaluation assessment and analysis system.

18. Evaluations conducted in 2013 assessed the effectiveness of results at various levels: 50 per cent of reports assessed results at the level of outcomes, 31 per cent at the level of outputs and the remaining 19 per cent — mostly corporate and joint programme evaluations — set out to examine the contribution to longer-term results, usually considering the work of UN-Women work and preceding work by the United Nations Development Fund for Women (UNIFEM). The focus of the large majority of the evaluations (69 per cent) reflects the importance of assessing higher level results, which is a positive development in support of results-based management.

19. Of the 27 evaluations completed in 2013, one quarter were joint evaluations. The significant participation of UN-Women offices in joint evaluations is a step in the right direction towards United Nations coherence. However, evaluation reports assessed as being of "very good" quality were mostly directly managed by UN-Women. This reflects the complexity associated with joint evaluations.

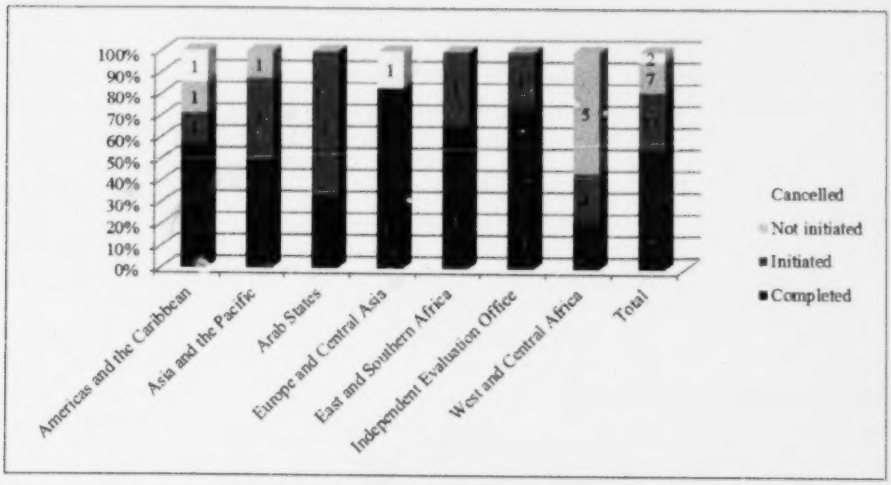
Key performance indicator 4: implementation rate of planned evaluations

20. The implementation rate of planned evaluations in 2013 was 82 per cent (55 per cent completed and 27 per cent ongoing). The highest proportion (30 per cent) of evaluations implemented or being implemented was from Eastern and Southern Africa. This was followed by Asia and the Pacific (17.5 per cent), Europe and Central Asia and Americas and the Caribbean (12.5 per cent each), West and Central Africa (10 per cent), and the Arab States (7.5 per cent). Corporate evaluation constituted 10 per cent.[2]

21. A total of 18 per cent of the evaluations planned were not implemented, made up of 14 per cent of evaluations that were not initiated and 4 per cent of evaluations that were cancelled (see figure 4). Of the total evaluations planned but not initiated in 2013, West and Central Africa constituted 55 per cent. This is understandable owing to the fact that the Regional Evaluation Specialist post was not established and the regional office and country offices were in the process of consolidation in 2013.

[2] The number of country offices in each region has a significant bearing in determining the number of evaluations in each region.

Figure 4
2013 evaluation implementation rate



Source: UN-Women global evaluation oversight system.

22. The systematic development and approval of monitoring, evaluation and research plans as part of the strategic note/annual workplan process undertaken in the fourth quarter of 2013 has put in place further systems to ensure the feasibility of evaluation planned through increasing the evaluation capacity of offices and prevention of over-planning for evaluations in 2014. In addition, two full-scale evaluability assessment exercises were conducted in the Asia and Pacific region in order to prepare for future evaluations.

Key performance indicator 5: submission rate of completed evaluation reports to the global accountability and tracking of evaluation use system

23. All UN-Women offices are to upload finalized evaluation reports into a global accountability and tracking of evaluation use system (available from gate.unwomen.org) within six weeks of completion, in accordance with the disclosure and dissemination requirements of the evaluation policy. In 2013, 100 per cent of completed reports were uploaded and made publicly available through the system. No data are available for previous years, as the system was established in 2012.

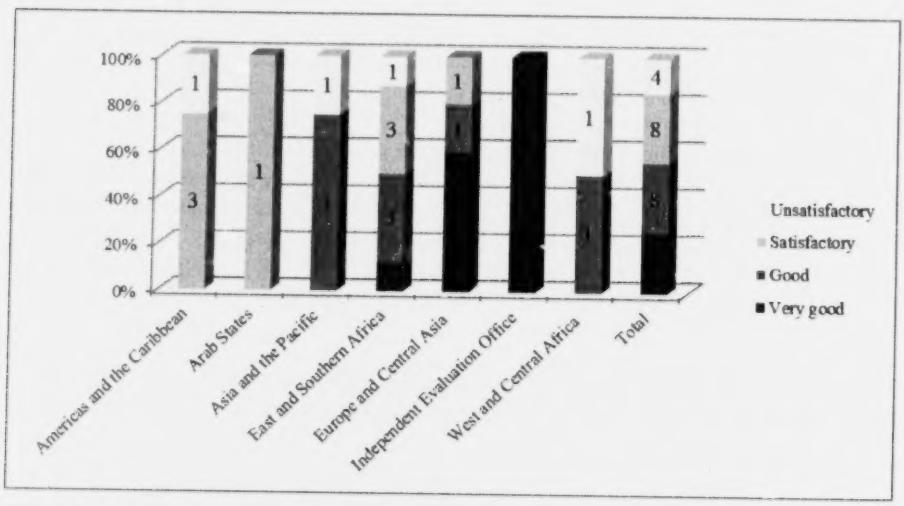
Key performance indicator 6: quality of evaluation reports

24. The Evaluation Office is taking a number of actions to assure the quality of evaluations. In the fourth quarter of 2013, the Office introduced the global evaluation reports assessment and analysis system. The new system is fully aligned with the evaluation reports standards of the United Nations Evaluation Group and with similar quality assessment methodologies used by other United Nations entities. The assessment and analysis system also integrates performance indicators and assessment on gender-responsive evaluation as required by the United Nations System-wide Action Plan. Unlike in previous years, the new system uses a qualitative approach to assess report quality. The introduction of this new set of

parameters and rating system, coupled with the requirements set out in the new evaluation policy, hindered comparison between the quality assessment of evaluations in 2013 and that of previous years. The results below therefore only cover the 2013 quality assessment results.

25. The meta-evaluation conducted by an external independent reviewer assessed the overall quality of all evaluations completed in 2013 (see figure 5). The assessment rated 85 per cent of evaluation reports "satisfactory" and above; 26 per cent were found to be "very good", exceeding the quality standards in multiple parameters. This implies that evaluation reports can be used by offices with a reasonable degree of confidence to inform evidence-based planning and programming and to foster learning. However, four reports (15 per cent) were rated as "unsatisfactory." This calls for continuous and systematic capacity development on evaluation, particularly at the decentralized level.

Figure 5
Quality of 2013 evaluations

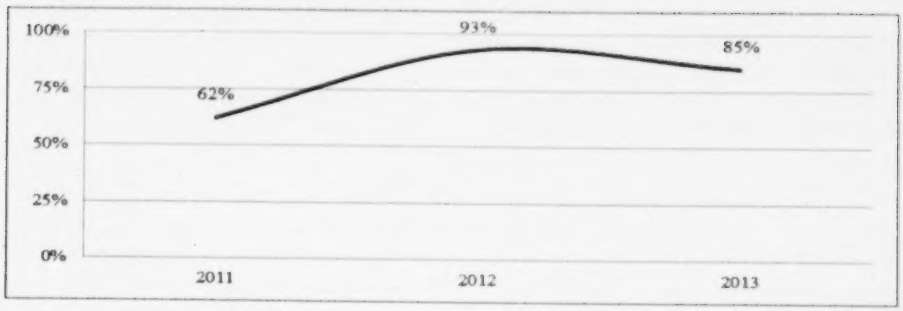


Source: UN-Women global evaluation oversight system.

Key performance indicator 7: use of evaluation, including management response

26. UN-Women promotes the use of evaluation by requiring management responses to be completed for all evaluations. The management response is uploaded into the accountability and tracking of evaluation use system and made public. In 2013, the percentage of completed evaluations with management response was 85 per cent, which is a decrease from 2012 (93 per cent) (see figure 6). Of the four evaluations with pending management responses, two of them were joint programme evaluations. The delay in developing and uploading management response is partly attributed to the complexity associated with joint production of management response.

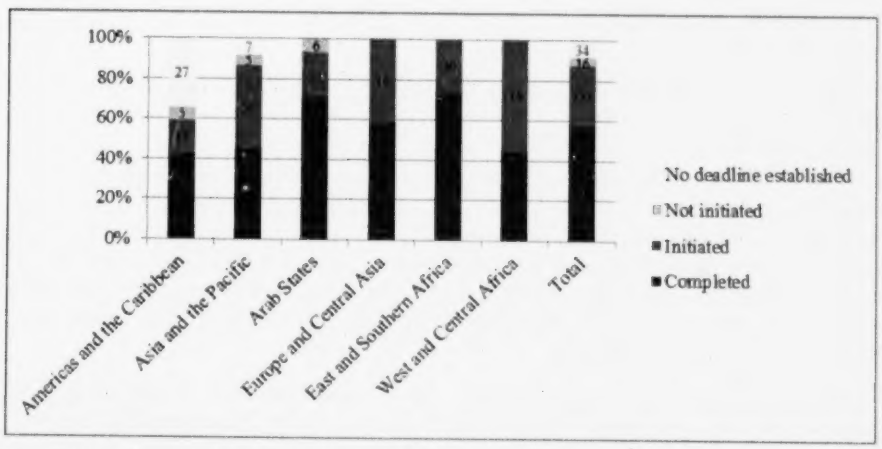
Figure 6
Trend in submission of management response



Source: UN-Women global evaluation oversight system.

27. UN-Women also tracks the implementation of management responses as a way to further ensure that recommendations are acted upon. The implementation rate of 407[3] actions agreed to in management responses for 2012 was 88 per cent (58 per cent completed and 30 per cent ongoing), while 4 per cent were not initiated and 8 per cent do not have a specific deadline (see figure 7).

Figure 7
Implementation status of 2012 evaluation management responses/key actions by region



Source: UN-Women global evaluation oversight system.

28. In addition to the management response modality, UN-Women promotes the use of corporate evaluations through the development and dissemination of evaluation findings, through the publication of reports, evaluation policy briefs and webinars, as well as by actively communicating with stakeholders through evaluation conferences, electronic mailing lists and liaison with inter-agency platforms such as the United Nations Development Group.

[3] Of the total 431 key actions reported in 2012, 24 key actions were dropped as they are no longer applicable.

C. Corporate evaluations

29. In order to provide a coherent framework within which useful evaluation evidence is systematically generated on the relevance, effectiveness, efficiency and, as far as possible, impact and sustainability of work in accordance with the UN-Women strategic plan, 2014-2017, the Evaluation Office developed the corporate evaluation plan, 2014-2017, to be presented at the annual session of the Executive Board, in June 2014.

30. The corporate evaluation plan outlines the corporate evaluations to be managed by the Evaluation Office during the period 2014-2017, in accordance with the strategic plan, 2014-2017. It foresees a total of 16 corporate evaluations in four years, including 7 major evaluations, 5 evaluations that are narrower in scope and 4 meta-analyses of decentralized evaluations.

31. The plan ensures comprehensive coverage of key results areas of the strategic plan by providing an assessment of all its thematic areas, including development and organizational effectiveness and efficiency results, coordination and normative work. The proposed corporate evaluation plan takes into account the corporate evaluations already managed under the corporate evaluation plan, 2012-2013, notably: evaluation of the contribution of UN-Women to preventing violence against women (presented at the second regular session of 2013), evaluation of the Entity's contribution to increasing women's leadership and participation in peace and security and humanitarian response (presented at the first regular session of 2014), and the joint evaluation on joint programmes on gender equality in the United Nations system, to be presented to the Board in 2014.

D. Strengthening the decentralized evaluation system and internal evaluation capacity

32. Field offices manage 89 per cent of UN-Women evaluations, reflecting the decentralized nature of the organization. This ensures that the evaluation function generates contextually relevant evidence that is most likely to be used by policymakers to inform national policies for gender equality and women's empowerment. However, it also poses a managerial challenge to ensure evaluations meet internationally agreed evaluation standards, such as the ones endorsed by the United Nations Evaluation Group.

33. In order to address this challenge, UN-Women has been implementing a systemic approach to enhance the evaluation function. The Evaluation Office, the Programme Division of UN-Women and the regional offices are working jointly to strengthen the decentralized evaluation function in a number of areas: enhancing strategic planning of evaluations, promoting and supporting the quality of evaluations, improving the use of evaluations and management responses and strengthening internal evaluation capacity.

34. In addition to the establishment of the global evaluation oversight system, in December 2013, the Evaluation Office launched the global evaluation reports assessment and analysis system, with the aim of improving the quality and use of decentralized evaluations. The assessment and analysis system uses the evaluation report standards of the United Nations Evaluation Group as a basis for review and assessment, while ensuring specific standards relevant to UN-Women. The system

provides an independent assessment of the quality and usefulness of evaluation reports. In addition, it serves knowledge management objectives by synthesizing evaluation findings, good practices and lessons learned and capacity development objectives by sending individual practical feedback to the relevant offices on how to improve the quality and usefulness of future evaluations. In order to support management accountability and transparency in evaluation, the Evaluation Office maintains the global accountability and tracking of evaluation use system, the public online system to access evaluation reports and related management responses.

35. The Evaluation Office, mainly through its regional evaluation specialists, provided support and technical assistance to field offices to strengthen results-based management and the evaluation culture and assist them in fulfilling responsibilities in line with the evaluation policy. Such support covered areas including the preparation of costed decentralized evaluation plans, a review of draft evaluation terms of reference and evaluation reports, the dissemination of evaluation reports and use of the global accountability and tracking of evaluation use system. Advisory services to Headquarters divisions were also provided upon request.

36. With a view to enhancing the strategic planning of evaluations at the decentralized level, the Evaluation Office contributed to the review of regional, multi-country and country office strategic notes, which also include monitoring, evaluation and research plans. As a result, all regional, multi-country and country offices developed multi-year costed decentralized evaluation plans aligned with their respective strategic notes. Approval of the monitoring, evaluation and research plans, together with the strategic notes, is a positive development in improving institutional commitment to the evaluation function.

37. As an integral part of its internal capacity-building efforts, the Evaluation Office conducted learning events for more than 250 staff members of UN-Women in Africa, the Americas and the Caribbean, Asia and the Pacific and in Arab States. These learning events resulted in an intensive exchange of knowledge and experience on gender-responsive evaluation, joint programmes and results-based management. More than 100 staff members participated in webinars organized by the Evaluation Office, jointly with other partners. Moreover, the Office maintained an online monitoring and evaluation network for facilitating exchange and learning on issues relating to monitoring and evaluation among UN-Women colleagues. The network reached 134 staff members globally.

III. System-wide coordination on evaluation on gender equality and the empowerment of women

38. The General Assembly established UN-Women to strengthen United Nations system efforts regarding to gender equality and the empowerment of women. UN-Women plays a leading role in system-wide coordination and accountability in this area of work. In its resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Assembly called upon UN-Women and other organizations to strengthen evaluation capacity. UN-Women supports system-wide coordination on evaluation on gender equality and the empowerment of women, mainly through the six areas presented below.

A. Promoting gender-responsive evaluations through the United Nations Evaluation Group

39. The United Nations Evaluation Group is a voluntary network that brings together units responsible for evaluation in the United Nations system. It helps advance the relevance, effectiveness, efficiency, impact and sustainability of the United Nations system's work by promoting and strengthening evaluation. The group's central role has been to develop and advocate for common norms and standards for all United Nations evaluations. The norms and standards of the United Nations Evaluation Group underpin the professionalization of United Nations evaluation functions that enable United Nations entities to continue to learn and improve organizational effectiveness and responsiveness.

40. Acknowledging the rapidly evolving global landscape, the United Nations Evaluation Group commissioned an independent assessment of its performance. The assessment recommended that the Group increase its partnerships with other professional evaluation networks and organizations, revise its governance and decision-making structures and define a strategy.

41. As a result, the United Nations Evaluation Group developed a new strategy covering the period 2014-2019. This strategy sets the course for the future work of the Group, building on its past achievements. The Group's role and priorities have evolved to be of enhanced relevance and provide support for United Nations reform, by ensuring that: (a) evaluation functions and products of United Nations entities meet the norms and standards of the Group for evaluation; (b) United Nations entities and partners use evaluation in support of accountability and learning; (c) evaluation informs United Nations system-wide initiatives and emerging demands; and (d) the Group benefits from and contributes to an enhanced global evaluation community.

42. In late 2013, the Director of the Evaluation Office of UN-Women was elected as Vice-chair of the United Nations Evaluation Group, with a specific mandate to lead the Group's agenda on benefiting from and contributing to an enhanced global evaluation community. UN-Women will leverage this opportunity to develop synergies between members of the Group and the global evaluation community to enhance the professionalization of evaluation, including gender-responsive evaluations.

43. In 2013, the Evaluation Office contributed to the work of the United Nations Evaluation Group in the following areas:

(a) The Evaluation Office co-led the Group's Task Force on National Evaluation Capacity Development, which developed and published (in English, French and Spanish) a report containing practical tips on how to strengthen national evaluation systems. The user-friendly document presents good practices in strengthening national evaluation systems, as well as practical suggestions on where and how United Nations agencies can support national evaluation capacity development. In addition, in partnership with EvalPartners, it published the reports on the themes of "Evaluation and civil society" and "Voluntary organizations for professional evaluations: learning from Africa, the Americas, Asia, Australasia, Europe and the Middle East", highlighting a joint conceptual framework for national evaluation capacity development and good practices on the role of civil society organizations;

(b) The Evaluation Office actively participated in the Group's Task Force on Evaluation of Normative Work, contributing to the finalization of the "Handbook for conducting evaluations of normative work in the United Nations system" and ensuring all required gender-responsive elements for conducting an evaluation of normative work were included. The Evaluation Office also participated in the Group's Task Force on Impact Evaluation;

(c) With the purpose of learning and contributing to knowledge management of evaluation, the Evaluation Office contributed to the Group's Knowledge Management Group, whose objective is to create an environment conducive to knowledge management between members of the Group. Among its achievements, the Knowledge Management Group successfully launched the Group's Community of Practice, with approximately 150 members. It was also instrumental in the organization of webinars and brown bag sessions, as part of which UN-Women delivered the webinar on the System-wide Action Plan on Gender Equality and the Empowerment of Women evaluation performance indicator.

B. System-wide Action Plan on Gender Equality and Women's Empowerment: systematizing and harmonizing reporting on evaluation

44. The ultimate goal of the System-wide Action Plan on Gender Equality and the Empowerment of Women evaluation performance indicator is that all United Nations system entities meet the requirements in terms of integrating gender equality and empowerment of women in their respective evaluations. In 2013, during its Annual General Meeting, the United Nations Evaluation Group endorsed piloting of the technical note and scorecard for the System-wide Action Plan evaluation performance indicator, the purpose of which is to support more systematic and harmonized reporting through the use of a common tool that also allows for improved comparability across United Nations entities.

45. In order to support the actual piloting of the guidance and scorecard, the Evaluation Office organized training sessions, including via webinars, and established a help-desk function relating to the System-wide Action Plan.

46. In 2013, a total of 58 entities reported against the System-wide Action Plan evaluation performance indicator: 29.3 per cent of the entities that reported against this particular indicator reported "meeting requirements" and 29.3 per cent reported "approaching requirements." Only 3.4 per cent reported "exceeding requirements" and 12.1 per cent reported "missing requirements." A total of 25.9 per cent reported that the indicator was not applicable to their specific case either because no evaluations were conducted by the entity or as a result of the highly technical work of the entity.

47. UN-Women reported "meeting requirements" for the System-wide Action Plan evaluation performance indicator, based on an external independent assessment of all UN-Women corporate and decentralized evaluations. According to the review, UN-Women performed most strongly in relation to the methodology criteria, an area in which it exceeded requirements. Preparation criteria were found to meet requirements overall, with report use criteria approaching the required standards. The major challenge faced by UN-Women is articulating clear plans for evaluation

dissemination at the decentralized level. This area deserves great attention to make wider usage of evaluation findings and recommendations to promote gender equality and the empowerment of women.

C. System-wide evaluation policy

48. The General Assembly, in its resolution 67/226, requested the Secretary-General to establish an interim coordination mechanism for system-wide evaluation of operational activities for development of the United Nations system and to develop a policy for independent system-wide evaluation of those activities. The purpose of the system-wide evaluation policy is to establish a common and coherent United Nations system-wide institutional framework for carrying out independent system-wide evaluations of United Nations operational activities for development. The Evaluation Office contributed to the consultations leading to the development of the system-wide evaluation policy through the United Nations Evaluation Group, specifically emphasizing the inclusion of gender equality in the norms and standards for system-wide evaluation.

D. Strengthening regional United Nations evaluation groups

49. In 2013, the Evaluation Office actively contributed to regional United Nations evaluation groups to enhance evaluation capacities and skills, including in gender-responsive evaluations, at the regional level. For instance, working with the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat), the Evaluation Office provided leadership for the launch of the Nairobi Inter-agency Evaluation Network. In the Americas and the Caribbean, UN-Women led the regional United Nations Inter-agency Working Group on monitoring and evaluation and contributed to United Nations Development Assistance Framework processes and evaluations in the region. Similarly, in Asia and the Pacific, the Office contributed to the inter-agency evaluation training for the United Nations Evaluation Development Group for Asia and the Pacific. These and other similar engagements in other regions made it possible to reach more than 450 United Nations staff and other partners. Participation in such regional platforms helped to promote United Nations coherence on evaluation and integration of gender equality perspectives.

E. Supporting joint evaluations and United Nations Development Assistance Framework evaluations

50. In addition to the joint evaluation of joint gender programmes at the corporate level, UN-Women also supports evaluations of the United Nations Development Assistance Framework and United Nations country team task forces on monitoring and evaluation at the country level. In addition, in 2013, one quarter of UN-Women evaluations were joint evaluations.

F. Gender equality evaluation portal: evidence-based knowledge on the Internet

51. The number of evaluations available through the gender equality evaluation portal has continued to increase throughout 2013. The database now contains 352 reports from 55 different entities (an increase of 20 per cent from 2012), with a rise in the number of reports from Arab States (increase of 45%), from Africa (increase of 43%), Europe and Central Asia (increase of 25%), Americas and the Caribbean (increase of 21%), Asia and the Pacific (increase of 12%) and at the global level (increase of 8%) (see table 2). The database has been updated and users are now able to join the community of practice and contribute their reports on an annual basis. Lessons learned and good practices identified in the evaluation reports available in the portal will be analysed and synthesized in a joint systemic review, to be initiated in 2014.

Table 2
Gender equality evaluations by region

Region	*2012*	*2013*
Africa	44	63
Americas and the Caribbean	28	34
Arab States	24	35
Asia and the Pacific	77	87
Europe and Central Asia	31	39
Global	87	94
Total	**291**	**352**

Source: Gender equality evaluation portal.

IV. Supporting national and regional gender-responsive evaluation capacities

A. EvalPartners: an innovative global partnership to enhance evaluation capacities at the national and regional levels

52. While UN-Women is a co-founder of EvalPartners, the global partnership initiative to strengthen national and regional capacities for equity-focused and gender-responsive evaluation systems, and has been actively engaged in the partnership since its launch, in 2013 UN-Women replaced the United Nations Children's Fund (UNICEF) in representing United Nations entities within EvalPartners. The partnership, co-led by UN-Women and the International Organization for Cooperation in Evaluation, the world federation representing 150 volunteer organizations for professional evaluation, is a network of 55 organizations coming together to leverage synergies based on the added value of each organization, which include, among others: all regional volunteer organizations for professional evaluation; United Nations entities (the United Nations Evaluation Group, the United Nations Development Programme, UN-Women, UNICEF and the United

Nations Volunteers programme); governments from the global South and North (Finland, Mexico, Spain, Sri Lanka, Switzerland and United States of America); the Network on Development Evaluation (EvalNet) of the Development Assistance Committee of the Organization for Economic Cooperation and Development; multilateral banks (the African Development Bank); private foundations (the Rockefeller Foundation and the MasterCard Foundation); and other major stakeholders.[4]

53. Based on the conceptual framework on National Evaluation Capacity Development, developed by leaders from the United Nations Evaluation Group, the World Bank, the Development Assistance Committee of the Organization for Economic Cooperation and Development and the International Organization for Cooperation in Evaluation, under the EvalPartners initiative, EvalPartners seeks to strengthen: (a) an enabling environment for evaluation; (b) institutional capacities to demand, manage and use evaluations; and (c) individual capacities of evaluators to conduct credible and useful gender-responsive evaluations.

B. Strengthening an enabling environment for evaluation by declaring 2015 the International Year of Evaluation

54. EvalPartners is a wide and diverse partnership that works to advocate for environments that enable good quality and gender-responsive evaluations at the international, regional and national levels. In 2013, senior leaders from volunteer organizations for professional evaluation, developing and developed countries and United Nations entities met to develop a strategy to strengthen enabling environments for evaluation.

55. The strategy tries to strengthen the demand for and use of good quality gender-responsive evaluation to inform public policies at the global and national levels. In that context, EvalPartners declared 2015 the International Year of Evaluation at the International Conference on National Evaluation Capacities, held in São Paulo, Brazil, in 2013. This led 160 participants from 63 countries to commit themselves to strengthen the demand for and use of evaluation in their own countries and organizations, including by declaring 2015 the International Year of Evaluation in their own countries. At the global level, the United Nations Evaluation Group also endorsed it at its Annual General Meeting of 2013, and the Secretary-General spoke about the strategic importance of evaluation at the Evaluation Week organized by the Group at United Nations Headquarters, highlighting that evaluation "is essential. The current constrained budgetary climate makes it more important than ever. All of us share a responsibility to strengthen the evaluation function."

56. A practical toolkit for national stakeholders to develop their own advocacy strategy, based on the local context, was published by EvalPartners, UN-Women and the International Organization for Cooperation in Evaluation, in partnership with the United Nations Evaluation Group and the Network on Development Evaluation of the Development Assistance Committee of the Organization for Economic

[4] Additional information on EvalPartners is available from www.mymande.org/evalpartners; information on the publications, events and courses referred to in section IV of the present report is available from the "MyM&E" portal www.mymande.org.

Cooperation and Development, to facilitate initiatives at the local and national levels.

57. Declaring 2015 as the International Year of Evaluation is intended to contribute to high-level debates at the international and national levels on the role of evaluation in good governance for equitable human development. It will enable the positioning of evaluation in the policy arena, including by raising awareness of the importance of embedding evaluation in the processes associated with the implementation of the forthcoming sustainable development goals at the international and national levels.

C. Strengthening institutional capacities to demand, manage and use evaluations

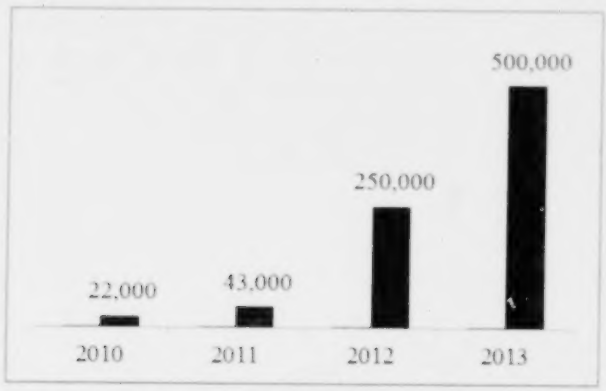
58. In 2013, EvalPartners carried out an international mapping of regional and national volunteer organizations for professional evaluation. The mapping found 155 such organizations in 110 countries, with a cumulative total of 34,000 members, and several case studies were produced, published and disseminated.

59. To take advantage and build on existing capacities, EvalPartners launched a peer-to-peer mutual support programme. The programme enabled 32 national and 6 regional volunteer organizations for professional evaluation to support each other by sharing context-relevant experiences for facilitating peer mentoring. Building on the success of the programme, and based on the principle of crowdsourcing, EvalPartners also launched an innovation challenge to stimulate ideas to strengthen the capacities to demand and use evaluation in policymaking. One of the five winning ideas was instrumental in the creation of the Parliamentarians Forum on Development Evaluation in South Asia, the objective of which is to demand the development of national evaluation policies and effective national evaluation systems in South Asian countries.

D. Strengthening individual capacities of evaluators to conduct credible and useful gender-responsive evaluations

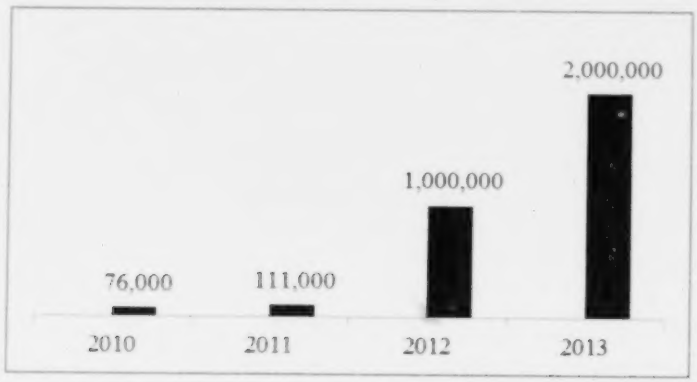
60. EvalPartners also facilitated global learning on evaluation, mainly by enhancing the web portal "My M&E", a user-friendly knowledge management system for strengthening national evaluation capacity. In addition to being a learning resource, the portal facilitates the strengthening of a global evaluation community, while identifying good practices and lessons learned. It has quickly become the global hub for national evaluation capacities.

Figure 8
Total cumulative number of visitors to EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2013.

Figure 9
Total cumulative number of page downloads of EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2013.

61. The total cumulative number of visitors has increased from 22,000 in 2010 to 500,000 in 2013, with visitors from more than 168 countries. Page downloads increased from 76,000 pages in 2010 to 2,000,000 in 2013.

62. The results have been reached thanks to the strategic and effective use of new technologies. Since the launch of the portal, EvalPartners organized 44 live webinars, with a cumulative total of 3,300 participants. Based on the feedback received by participants, EvalPartners decided to launch a new innovative strategy to reach thousands of evaluators in developing countries in a cost-efficient manner: a massive open online course on development evaluation.

63. As of the end of 2013, the course reached a cumulative total of 18,000 registered participants from 178 countries. While the course was designed mainly for evaluators in developing countries, its quality also attracted evaluators from developed countries: 69 per cent are from developing countries, while 31 per cent are from developed countries. Despite concerns regarding the low speed of Internet

connectivity in Africa, the biggest group of participants is from that region: 36 per cent from Africa, 20 per cent from Asia, 25 per cent from North America, Latin America and the Caribbean, 15 per cent from Europe and 4 per cent from Oceania.

64. In terms of organizational affiliation, participants work in different types of organizations: 28 per cent are from civil society organizations, 21 per cent from United Nations entities, 16 per cent from the private sector, 17 per cent from governments, 9 per cent from universities and the remaining 9 per cent are listed as "others".

65. The course proved to be very cost-effective. While the courses are free for the participants, the total cost for EvalPartners is approximately $5 per participant. However, this cost includes the up-front cost for the development of the e-learning platform. The annual cost to run the entire programme, excluding the up-front cost, is $3 per participant.

E. Direct partnerships with regional organizations

66. The independent Evaluation Office forged strategic partnerships with national and regional evaluation networks. During the period under review, the Office strengthened its partnership with the Africa Gender and Development Evaluators Network, the Network for Monitoring, Evaluation and Systematization in Latin America and the Caribbean and the Community of Evaluators in South Asia. The Office also contributed to global and regional professional events such as the biennial South Asia Evaluation Conclave, in Nepal, a round-table series on gender and evaluation in South Asia organized in partnership with other United Nations entities and the "Clear" initiative of regional centres for learning on evaluation and results, supported by the World Bank, the eleventh conference of the Monitoring and Evaluation Network in Latin America and the Caribbean, held in Peru, and the International Conference on National Evaluation Capacities, in Brazil. In Africa, the Office led a session on the integration of gender equality and human rights in evaluation during the national monitoring and evaluation week in Kenya.

V. Proposed programme of work for the independent Evaluation Office, 2014

67. The programme of work for 2014 is aligned with the evaluation policy and contributes to the operational effectiveness and efficiency framework of the strategic plan of UN-Women. It closely follows the strategic plan, 2014-2017, in which the independent Evaluation Office is requested to develop an annual workplan, specifying the processes, activities and results to be achieved each year in relation to the four key results areas outlined below.

A. Implementation of effective corporate evaluation systems

68. UN-Women will maintain and enhance effective corporate evaluation systems for evaluation planning, management and use. The independent Evaluation Office will work on strengthening evaluation governance systems and consolidating a robust evaluation function. The Office will initiate two major corporate evaluations:

(a) a formative thematic evaluation of the contribution of UN-Women to women's economic empowerment, and (b) a joint systemic review of gender equality in development. The external assessment of the evaluation function will be undertaken by the Joint Inspection Unit as part of the external assessment of the evaluation function of United Nations entities and the peer review of the Entity's evaluation policy will be implemented by the United Nations Evaluation Group.

B. Implementation of effective decentralized evaluation systems

69. The independent Evaluation Office will support regional, multi-country and country offices in strengthening decentralized evaluation culture and practice by ensuring their active engagement in the implementation of the evaluation policy. Regional evaluation strategies will be developed to ensure the alignment of the evaluation function to the needs of different regions. Internal evaluation capacities will be strengthened through the consolidation of existing evaluation guidance and the development of internal e-learning courses, to be piloted in 2015. Knowledge management systems for evaluation will be strengthened to facilitate the sharing of information and knowledge on good practices on evaluation, through the publication of evaluation briefs and newsletters and the expansion of the evaluation community of practice within UN-Women. In order to improve the quality and use of decentralized evaluations, the independent Evaluation Office will maintain and enhance the global accountability and tracking of evaluation use system, as well as provide technical assistance for evaluation through regional evaluation specialists. The independent Evaluation Office will maintain and enhance the global gender evaluation repository and roster of evaluation consultants with gender equality and human rights expertise.

C. Promotion of United Nations coordination on gender-responsive evaluation

70. UN-Women will provide leadership and actively participate in the United Nations Evaluation Group and regional United Nations evaluation groups. The Director of the independent Evaluation Office, as Vice-chair of the United Nations Evaluation Group, will lead the strategic objective on partnerships and staff of the Office will continue to take part in respective taskforces and working groups to ensure that gender equality is addressed across inter-agency evaluation work. The alignment of UN-Women with United Nations system policies and reforms regarding evaluation will also be promoted. The Office will support inter-agency capacity-building on gender-responsive evaluation by leading the development of an e-learning course on gender-responsive evaluation, to be designed and implemented jointly with key stakeholders, and by enhancing the communication and dissemination of the guidance on gender equality and human rights of the United Nations Evaluation Group. The Office will contribute to the system-wide accountability frameworks on gender equality by supporting the reporting of United Nations entities on the System-wide Action Plan evaluation performance indicator and providing a help desk and training on the System-wide Action Plan to the United Nations Evaluation Group. The Office will also continue its engagement in evaluations in the context of the United Nations Development Assistance Framework.

D. Strengthening of national evaluation capacities for gender-responsive monitoring and evaluation systems

71. UN-Women will promote the demand, supply and use of gender-responsive national evaluation systems by continuing to co-lead EvalPartners jointly with the International Organization for Cooperation in Evaluation, as well as partnering with other volunteer organizations for professional evaluation. This partnership will strengthen the institutional capacity of such organizations by facilitating peer-to-peer mutual support programmes and South-South initiatives, while facilitating cooperation between government-led national evaluation systems and professional evaluation associations. It will also strengthen individual evaluators' capacities, including on gender-responsive evaluations, through the "MyM&E" knowledge management platform for national evaluation capacity development (see para. 60) and massive open online courses. The independent Evaluation Office will actively participate in implementing the International Year of Evaluation and will provide technical assistance to integrate gender equality perspectives into national evaluation systems and policies in selected countries.

E. Approved budget for the 2014 workplan of the independent Evaluation Office

72. The budget of core resources for the independent Evaluation Office, for 2014, is $1,730,000, with an additional $1,300,000 to cover the costs of the regional evaluation specialists. The budget includes staff costs and workplan categories: corporate evaluations, support to decentralized evaluation systems, and support for United Nations coordination on gender responsive evaluation. In addition to core programmable resources, the salaries of five staff members are covered by the institutional budget, amounting to $876,740.

73. The independent Evaluation Office also received the following cost-sharing funds: $675,000 from Switzerland to strengthen the internal evaluation function, and $350,000 from Finland and $125,000 from the United States Agency for International Development, to support EvalPartners.

Annex I

Evaluations completed in 2013

Corporate decentralized	*Title of evaluation*	*Country*	*Evaluation type*	*Report quality*
Corporate	Thematic evaluation on the contribution of UN-Women to preventing violence against women and girls and expanding access to services	Global	Thematic	Very good
	Thematic evaluation on the contribution of UN-Women to increasing women's leadership and participation in peace and security and humanitarian response	Global	Thematic	Very good
	Joint evaluation of joint programmes on gender equality in the United Nations system	Global	Joint evaluation	Very good
Arab States	Final evaluation of the Mehwar Center for the protection and empowerment of women and their families	Country office for Palestine	Programme evaluation	Satisfactory
Asia and the Pacific	Final evaluation of the support to the Government of Afghanistan through the commission on the elimination of violence against women to implement the law on eliminating violence against women and assistance to women victims	Country office for Afghanistan	Project evaluation	Good
	Mid-term evaluation of the anti-human trafficking programme	Multi-country office for Bhutan, India, Maldives and Sri Lanka	Project evaluation	Unsatisfactory
	Final evaluation of the programme on sustaining the gains of foreign labour migration through the protection of migrant workers' rights	Country office for Nepal	Programme evaluation	Good
	Final evaluation of project on "making politics work with women" in Nepal	Country office for Nepal	Project evaluation	Good

Corporate decentralized	*Title of evaluation*	*Country*	*Evaluation type*	*Report quality*
Europe and Central Asia	Final external formative evaluation of the project on women for equality, peace and development in Georgia	Country office for Georgia	Programme evaluation	Very good
	Final evaluation of "Women connect across conflicts: building accountability for implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009)"	Multi-country office for Central Asia (Kazakhstan)	Programme evaluation	Good
	Final evaluation of the project on promoting gender-responsive budgeting in South-Eastern Europe	Multi-country office for Bosnia and Herzegovina	Project evaluation	Very good
	Final evaluation of the project on advancing women's economic and social rights in Montenegro and Serbia	Multi-country office for Bosnia and Herzegovina	Project evaluation	Very good
	Final evaluation of the project on advancing the implementation of Security Council resolution 1325 (2000) in the western Balkans	Multi-country office for Bosnia and Herzegovina	Programme evaluation	Satisfactory
Eastern and Southern Africa	Final evaluation of the 2010-2013 programme in Burundi	Country office for Burundi	Country-level evaluation	Unsatisfactory
	Evaluation of the joint programme on gender equality and women's empowerment	Country office for Ethiopia	Programme evaluation	Good
	Final evaluation of gender and governance programme	Country office for Kenya	Programme evaluation	Satisfactory
	Evaluation of action taken by UN-Women concerning the prevention and elimination of violence against women, with a focus on the awareness-raising campaign "UNiTE to End Violence against Women"	Country office for Mozambique	Project evaluation	Satisfactory
	Final evaluation of Isange one-stop centres	Country office for Rwanda	Programme evaluation	Satisfactory
	Evaluation of joint programme on gender equality	Country office for Uganda	Country-level evaluation	Good

Corporate decentralized	*Title of evaluation*	*Country*	*Evaluation type*	*Report quality*
	Final evaluation of the gender support programme	Country office for Zimbabwe	Programme evaluation	Good
	Evaluation of UN-Women support to the International Conference on the Great Lakes Region	Regional Office for Eastern and Southern Africa	Project evaluation	Very good
Americas and the Caribbean	Final evaluation of the "Young Women Citizens" programme	Country office for Brazil	Programme evaluation	Satisfactory
	Final evaluation of the "Safe Cities" programme	Country office for Guatemala	Programme evaluation	Satisfactory
	Evaluation of the partnership agreement between the National Commission for the Development of Indigenous People and UN-Women within the framework of the programme of action for gender equality with indigenous peoples	Country office for Mexico	Programme evaluation	Unsatisfactory
	Longitudinal evaluation of Grenada's "Man-to-man batterer intervention" programme	Multi-country office for the Caribbean (Barbados)	Pilot evaluation	Satisfactory
West and Central Africa	Evaluation of joint programme on gender equality and women's economic empowerment	Country office for Liberia	Programme evaluation	Good
	Final evaluation of the programme on advancing gender justice in democratic governance in Mali	Country office for Mali	Programme evaluation	Unsatisfactory

Annex II

Evaluation in funds managed by UN-Women

Fund for Gender Equality

1. The Fund for Gender Equality was launched in 2009 to fast-track commitments to gender equality. It provides grants to local women-led organizations and government partners to advance women's economic and political empowerment. In 2013, the Fund managed an active portfolio totalling $46.5 million, covering 69 grants worldwide.

2. The internal policies of the Fund required that each grantee allocate between 10 per cent and 12 per cent of their grant for monitoring and evaluation activities in 2013. Four regional monitoring and reporting specialists, based in the field and a programme and reporting specialist at Headquarters supported the evaluations of the Fund's grantees. In addition, the Fund has a network of 40 UN-Women focal points who play an important role in ensuring the monitoring and evaluation of programmes. The Fund provided continuous support and technical assistance to focal points and its grantees through training and guidance development for monitoring and evaluation, in 2013.

3. The Fund made improvements related to evaluation by developing a comprehensive grantee implementation guide, a focal point guide and a results-based management guide to strengthen capacities of grantees to plan, manage and evaluate their programmes. It also invested in building information systems to strengthen reporting, monitoring, data collection and analysis of grants by developing an electronic grant management system that will be fully operational in 2014.

4. The Fund organized four regional meetings in 2013, which resulted in increased capacity of 150 grantee representatives and 30 focal points on results-based management, implementation and monitoring and evaluation. A training curriculum on results-based management, including evaluation, was developed, tested and finalized, and is now available for grantees.

5. In 2013, 3 final evaluations and 11 midterm evaluations were planned by the Fund grantees; of those planned evaluations, 2 final evaluations and 7 midterm evaluations were completed. The budget for completed evaluations amounted to $265,000.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

1. The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women is a multilateral grant-making mechanism established in 1996 pursuant to General Assembly resolution 50/166. The Trust Fund is administered by UN-Women on behalf of the United Nations system.

2. In 2013, 14 grantees planned and budgeted for final external evaluations; 13 evaluations were completed within 2013. The total amount spent for evaluations

in 2013, as reported to date, was $271,629.[a] The Trust Fund grantees are expected to manage their own external evaluations, with the secretariat of the Trust Fund and regional and country offices of UN-Women providing oversight, and upon request, technical support.

3. In 2013, the Trust Fund maintained one monitoring and evaluation specialist to provide technical support to grantees in the preparation and management of their project evaluations, as well as to support evaluation needs within the secretariat of the Trust Fund.

4. In 2013, the Trust Fund launched the new online grants management system. Grantees are now using the system to prepare and submit their progress and annual reports, which provides more systematic monitoring data to be used for their final external evaluations. Towards the end of 2013, the Trust Fund started developing a template for monitoring missions in order to standardize data collection and data aggregation and analysis across various grantee projects.

5. As in previous years, in order to enhance the capacities of recently funded grantees in the areas of evidence-based programming and monitoring and evaluation, the Trust Fund convened a five-day capacity development workshop for 12 grantee organizations. The workshop focused on providing guidance for partners on results-based planning and monitoring and evaluation and included two specific sessions to train the participants on how to prepare, design and manage external project evaluations.

[a] The final total expenditure for three evaluations (by the Population Council Guatemala, the United Nations country team in Panama and the United Nations country team in Nepal) has not been reported to the Trust Fund and is pending the submission by the grantee of final financial reports.